

DIVERSITY & INCLUSION LEADERSHIP SELF ASSESSMENT

Name: _____ Date: _____

This tool enables you to evaluate your Diversity & Inclusion (D&I) Leadership competence, especially working with multicultural team members.

➤ **STEP 1: QUESTIONNAIRE**

Complete the questions and scoring (Approx. 20 minutes). The more honest your answers are, the more you will be able to identify your strengths and developmental opportunities.

For each of the statements ask yourself - "How often is this statement true for me?". Then circle the appropriate number.

		A L M O S T N E V E R	S E L D O M	S O M E T I M E S	U S U A L L Y	A L M O S T A L W A Y S
1.	I actively and critically examine the factors influencing my values, beliefs, preferences, and views when engaging with others.	1	2	3	4	5
2.	I am aware of the D&I priorities of my organization and of my role.	1	2	3	4	5
3.	I seek out different perspectives before I make and/or contribute to people decisions (e.g. recruitment, reward, assessment, development etc.).	1	2	3	4	5
4.	I create a work environment in which efforts to establish a work-life balance can be openly discussed and are supported.	1	2	3	4	5
5.	I ask colleagues for feedback on the impact of what I say and do, through informal conversations and/or formal feedback tools.	1	2	3	4	5
6.	I can confidently report on the employee demographic data (current and future trends) of my team.	1	2	3	4	5
7.	External/internal employee demographic data (current and future trends) shapes where and how I recruit and select people and/or the advice that I give to others on recruitment/selection.	1	2	3	4	5
8.	I represent/would represent, the organization externally among diverse populations comfortably and effectively.	1	2	3	4	5
9.	I appreciate that behaviors and words can take on different meanings in different cultures.	1	2	3	4	5
10.	I say what I am thinking and feeling, with consideration of others, and match my actions with my words and values.	1	2	3	4	5
11.	I ensure the outcomes of my people decisions, and/or those that I contribute to, are fair and consistent in an active way, such as deliberately reviewing people decisions that take place over time.	1	2	3	4	5
12.	I enjoy, value, and treat with respect people from different backgrounds and levels in the organization.	1	2	3	4	5

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		A L M O S T N E V E R	S E L D O M	S O M E T I M E S	U S U A L L Y	A L M O S T A L W A Y S
13.	I give constructive and appropriate feedback to all the people I manage, coach, or support.	1	2	3	4	5
14.	When developing and/or implementing my plans, I consider the needs of, impact on, and mutually advantageous opportunities related to diverse partners and clients.	1	2	3	4	5
15.	In interactions, I focus on the speaker, listen closely without interrupting, observe verbal and non-verbal cues, and check for understanding.	1	2	3	4	5
16.	I say or do something in an appropriate way, to disapprove when others stereotype, discriminate against, or treat people poorly on the basis of their individual characteristics (e.g. race, ethnicity, culture, religion, sexual orientation, job level/seniority, contractual arrangement etc.).	1	2	3	4	5
17.	I can manage the tensions and emotions that often arise when talking about D&I.	1	2	3	4	5
18.	I mentor, coach, and encourage others regardless of age, gender, race, religion, or other differences.	1	2	3	4	5
19.	To support understanding, I communicate my values, priorities, and needs, as well as use language that is candid and clear.	1	2	3	4	5
20.	I am conscious of the impact that I can have on people and situations, and use that power in visible and subtle ways to include people and discourage exclusion.	1	2	3	4	5
21.	I discuss the benefits of a diverse and inclusive organization with colleagues.	1	2	3	4	5
22.	Respecting privacy, I engage in non-work related conversations with my team members to get to know each of them as individuals.	1	2	3	4	5
23.	On a day-to-day basis, I solicit opinions, ideas, and criticism from people from different backgrounds or with different perspectives or experiences.	1	2	3	4	5
24.	I work to create an environment in which everyone feels valued and comfortable.	1	2	3	4	5
25.	I strive to increase my cultural understanding of how to be more effective working with multicultural team members.	1	2	3	4	5
26.	I encourage multicultural team members to share their ideas, challenges & opinions with me.	1	2	3	4	5
27.	I behave with my team in a way that communicates and demonstrates the trust I have in them.	1	2	3	4	5
28.	My leadership allows team members to increase synergy and success with each other.	1	2	3	4	5

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Self-Scoring

The questions in this self-assessment are classified into the following four dimensions of Diversity & Inclusion Leadership.

➤ Please transfer your responses (1, 2, 3, 4, or 5) in the space provided below for each question.

SELF-AWARENESS:

1.	5.	10.	15.	20.	25.
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The total of these 6 scores is _____ / 6 = _____

STRATEGIC CONTEXT:

2.	8.	14.	17.	21.	27.
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The total of these 6 scores is _____ / 6 = _____

INCLUSIVE WORK ENVIRONMENT:

4.	9.	12.	16.	19.	22.	23.	24.	28.
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The total of these 9 scores is _____ / 9 = _____

TALENT MANAGEMENT:

3.	6.	7.	11.	13.	18.	26.
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The total of these 7 scores is _____ / 7 = _____

➤ Now transfer the overall score you determined for each dimension into the spaces provided on the next page.

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➤ **STEP 2: DIMENSIONS REVIEW** - Take a couple of minutes to review each dimension's definition and behaviors:

SELF-AWARENESS - How you are continually increasing your self-awareness and managing your impact on others and situations:

- Be aware of how your values, beliefs, and preferences shape your view of others
- Recognize and seek feedback on your impact on others
- In new situations & cultural contexts, pay attention to verbal & non-verbal cues. Adapt your behavior & communication style.
- Use your personal and positional power to support diversity and inclusion
- Be authentic
- Be aware of your cultural sensitivity

STRATEGIC CONTEXT - How frequently you discuss the benefits of D&I; Take D&I into account when making business decisions; Demonstrate D&I leadership behavior in external interactions (e.g. with suppliers, partners, communities):

- Understand why D&I is important to your organization and the priority of the neighborhoods & communities in which you work
- Use D&I to help you accomplish your organizational objectives
- Enhance your organization's reputation by demonstrating D&I leadership in all external relationships
- Speak clearly and powerfully to your colleagues about the benefits to D&I
- Behave with your team in a way that communicates and demonstrates the trust you have with them

INCLUSIVE WORK ENVIRONMENT - How actively you create an environment in which all team members feel valued, and draw on the rich diversity that exists among your colleagues:

- Value and openly relate to all individuals treating them with dignity and respect
- Reinforce inclusive behavior and intervene to stop subtle & explicit exclusionary behavior
- Listen to others carefully to understand their meaning, reasoning, and intent
- Use language that is accessible and makes your values, priorities, and needs explicit
- Solicit and learn from diverse perspectives and ways of doing things while staying performance driven
- Support individuals to achieve their own work-life balance
- Develop leadership that leads teams to be collaborative and increases synergies

TALENT MANAGEMENT - How effectively you make people decisions based on merit, and identify/develop diverse talent taking key demographic data into account:

- Deliver transparent and fair (based on merit) processes, and watch for unintentional biases and outcomes
- Consider current and changing people demographics when making plans for recruitment

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- Recognize and value diverse styles of working, learning, and leading
- Support and motivate all individuals and ask them what they need to develop, and succeed
- Give honest feedback on performance to all your direct reports in a respectful way
- Motivate multicultural team members to share their ideas, challenges & opinions

➤ **STEP 3: ACTION PLANNING**

You may choose to focus your development on one or multiple lower scoring dimensions (your development opportunities). If you have a 4 or higher on each dimension, you may choose to instead focus on one or multiple higher scoring dimensions (your opportunities to build on your strengths).

- For each chosen dimension, reference its behaviors (see Step 2: Dimensions Review) and your lower scoring responses to questions associated with that dimension (as indicated in Self-Scoring)
- Take a couple of minutes to reflect on and then write down actions you could take to enhance your competence on that Diversity & Inclusion Leadership dimension. In many cases, it may just be to do more of the behavior that is being probed by the question.

Dimension:	
Question no.	ACTIONS
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	•
	•
	•

Dimension:	
Question no.	ACTIONS
	•
	•

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To discuss your results further, get in touch with Professional Trainer & Coach Cesar V. Teague,

by booking calendar time here –

www.calendly.com/coachcesar/intro-call

Thank you and all the best in your Leadership efforts!